



Brian J. Robertson: Listening to Tensions in Your Organization: Holacracy Practice as a Proven Self-Management System



Brian Robertson is the world's foremost expert on Holacracy, a revolutionary framework for self-managing organizations. Find out how to feel things in your body and drive change, no matter what your role is in an organization, using Holacracy.

TOP EMBODIMENT TIP: Be grounded in yourself, your leadership, and your autonomy.

Holacracy and Power: **Holacracy is not about removing power. It's about organizing it in safe containers**

- The point is not to pretend power doesn't exist, but to decentralize it.
- Focuses on how to let people own their power by defining the safe boundaries in which it's good to use power.
- Take ownership and leadership. Drive change. Trust the system you're in to provide the right boundaries for that.
- Holacracy allows you to use power without worrying about causing harm elsewhere.

The Individual Instrument: **If a person senses something and can't drive change, we lose the value of that instrument**

- In a business we become the instruments and sensors. We are sensing reality on its behalf. Often, the one lone voice that senses something that no one else senses, ends up outvoted and ignored.
- Organizations are only as conscious as their ability to change based on something sensed by anyone within it.

The Human Body as a Metaphor for Holacratic Organizations: **Trillions of cells working together collaboratively**

- Similar to the body, Holacratic organisations work together in alignment and with clear functions.
- In the model, there is no CEO telling others what to do. No top-down command hierarchy. No manager bossing the subordinates.
- Everyone fills a role and has autonomy to lead. The broader layers wrap and integrate the roles together.

Holacracy: **Opposite of most companies**

- In most organisations it is implied that we, "don't make decisions without permission."
- The goal of Holacracy is to clarify boundaries, clear expectations and establish the freedom to lead within your role.
- **Golden rule.** When you fill a role, you are allowed to make any decision and take any action in the entire company, as long as there are not clear, explicit rules limiting you.
- Therefore, the burden is on other people to clarify boundaries and get the minimally sufficient rules in place to keep the system safe. That way you can use your judgment, lead, go fast, and be entrepreneurial.
- In governance meetings, it is important to define roles, boundaries, and the expectations that go with it. Not making the operational decision, but defining the structure. This way, outside of meetings, it's safe to lead within your role.

Resources

- ❖ **Courses:** <http://holacracy.org/events>



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